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**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT: A STUDY OF  
SANA'A UNIVERSITY**

**SANAD SALEM AHMED SALEH ALTEHREBAH**



**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA**

**April 2019**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

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## **ABSTRACT**

The human resource is one of the most important assets of any organization and the success of organization in terms of productivity and profitability rests on the values created by its assets, especially the workforce. In order for improved performance of the organization, to succeed in the long run, and to have competitive advantage, there is need to maintain good relationship with the human resources and to manage them effectively.

Employee's engagement therefore aims to provide more effective ways of involving the human resource of an organization in order for them to aligning with the goals and objectives of the organization. Employee's engagement hence involves interaction and communication with the employees, in order to encourage them to give their best services to the organization while feeling involved and important.

This research is empirical in nature as it focuses on examining the factors that influences employees' engagement in the workplace. The study implemented a theoretical framework based on the determinants of employee's engagement using three variables, which are: employee's communication, rewards and recognition and employee's development.

Survey method was used in data collection and questionnaires were distributed to the non-academic staff members of Sana'a University, a public university and one of the biggest institutions in Yemen. Data analyzed was carried out using SPSS. The result from the study shows that the three factors namely employee's communication, reward and recognition and employees development have a significant positive relationship with employee's engagement, therefore, confirming all the hypotheses.

The study therefore shows that good communication by management with the employees, staff development, establishment of rewards system and employees' recognition are all factors that reflect employee's engagement in the workplace. This will therefore assist public institutions to improve on their relationship with their employees, in order to improve organization performance.

**Keywords:** Employee Engagement, Employee Communication, Rewards and Recognition, Employee Development.

## ABSTRAK

Sumber manusia adalah salah satu aset yang paling penting dari mana-mana organisasi dan kejayaan organisasi dari segi produktiviti dan keuntungan bergantung pada nilai yang dicipta oleh asetnya, terutama tenaga kerja. Untuk meningkatkan prestasi organisasi, untuk berjaya dalam jangka masa panjang, dan mempunyai kelebihan daya saing, perlu ada hubungan yang baik dengan sumber manusia dan mengurusnya dengan berkesan.

Oleh itu, penglibatan pekerja bertujuan untuk menyediakan cara yang lebih efektif untuk melibatkan sumber manusia organisasi supaya mereka dapat menyelaraskan tujuan dan objektif organisasi. Penglibatan pekerja dengan itu melibatkan interaksi dan komunikasi dengan pekerja, untuk menggalakkan mereka untuk memberi perkhidmatan terbaik kepada organisasi semasa merasa terlibat dan penting.

Kajian ini bersifat empirikal kerana ia memberi tumpuan kepada mengkaji faktor-faktor yang mempengaruhi penglibatan pekerja di tempat kerja. Kajian ini menerapkan rangka kerja teori berdasarkan penentu penglibatan pekerja menggunakan tiga pembolehubah, iaitu komunikasi, penghargaan dan pengiktirafan pekerja serta pembangunan pekerja. Kaedah tinjauan digunakan dalam pengumpulan data dan soal selidik telah diedarkan kepada anggota staf bukan akademik Universiti Sana'a, sebuah universiti awam dan salah satu institusi terbesar di Yemen. Data dianalisis menggunakan SPSS. Hasil daripada kajian menunjukkan bahawa tiga faktor iaitu komunikasi, ganjaran dan pengiktirafan pekerja dan pembangunan pekerja mempunyai hubungan positif yang signifikan dengan penglibatan pekerja, oleh itu, mengesahkan semua hipotesis.

Kajian itu menunjukkan bahawa komunikasi yang baik oleh pihak pengurusan dengan pekerja, pembangunan kakitangan, penubuhan sistem ganjaran dan pengiktirafan pekerja adalah semua faktor yang mencerminkan penglibatan pekerja di tempat kerja. Oleh itu, ini akan membantu institusi awam memperbaiki hubungan mereka dengan pekerja mereka, untuk meningkatkan prestasi organisasi.

**Katakunci:** Penglibatan Pekerja, Komunikasi Pekerja, 'Ganjaran dan Pengiktirafan', Pembangunan Pekerja.

## **Acknowledgement**

At the very beginning, all the praise and gratitude are given to Allah S.W.T for the blessing of my study's completion, and for giving me such a great strength, patience, courage and ability to complete my dissertation.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Organizations that have a high level engagement of employees are discovered to have a higher earnings when compared with the other companies that have limited employee's engagement within the same industry. The gap between them is sometimes huge, for instance, sometimes, the earnings of these companies that have high level employee engagement is more than double of the other companies in the overall market (Heskett, 2011). In other for improved business performance, there is need for increased employee engagement. Also employee engagement can help organization to be transformed to the best (Cattermole, Johnson, & Roberts, 2013). In addition, it aims for creating a good working environment for employees, while boosting a good communication and interaction with their works and assisting them to complete their tasks effectively and efficiently

Engagement is the concept of organization's continuous flexibility, change, development, and improvement in order to continuously adapt with the global changes brought about as a result of technological growth, especially, in this twenty first century era. (Tiwari & Lenka, 2016). The positive attitude of employees towards the organizations and their values is the foundation of the business environment in addition to collaboration with colleagues in order to improve work performance for the organization. The organization should therefore, contribute to develop and promote

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## Appendices

### Appendix (A): Questionnaire English Version

**UNIVERSITI UTARA MALAYSIA**  
**College of Business (COB)**  
**UUM-SINTOK 06010**  
**KEDAH DARUL AMAN**  
**MALAYSIA**



**The influences of employee's communication, rewards and recognition and employee development on employee's engagement at Sana'a University.**

Dear Sir/Madam,

The purpose of this study is to examine the influence of employee communication, rewards and recognition and employee development on employee engagement Sana'a University.

This questionnaire contains 2 (two) parts which has been designed to be easy to complete. Your response is very important to this study and will be kept strictly confidential and only be used to serve for academic purpose only. It will take no longer than 15 minutes to complete it.

Please do answer each question thoroughly and honestly as possible in order to obtain its accuracy and validity. Should you need further clarification, please do not hesitate to contact me: +60182855456

Please return the completed questionnaire at your earliest convenience.

Thank you for your time and cooperation.

:

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**College of Business (COB)**  
**University of Utara Malaysia**

### Section A: (Demographic Information)

Please provide general information about you and your institution. (Please tick (✓) in the appropriate box accurately).

No	Items	Options
A-	<b>Designation of Respondent (Job Title):</b>	<input type="checkbox"/> Manager
		<input type="checkbox"/> Head of section
		<input type="checkbox"/> Employee
		<input type="checkbox"/> Others (please specify)
B-	<b>Respondent Gender:</b>	<input type="checkbox"/> Male
		<input type="checkbox"/> Female
C-	<b>Respondent Age:</b>	<input type="checkbox"/> Less than 30 years
		<input type="checkbox"/> 30- 39
		<input type="checkbox"/> 40 – 49
		<input type="checkbox"/> 50 and over
D-	<b>Educational level</b>	<input type="checkbox"/> Secondary school certificate
		<input type="checkbox"/> Diploma certificate
		<input type="checkbox"/> Bachelor degree
		<input type="checkbox"/> Others (Please specify)
		.....
E-	<b>Number of Years Serving in the institution/college</b>	<input type="checkbox"/> Less than 5 years
		<input type="checkbox"/> Between 5 to 10 years
		<input type="checkbox"/> More than 10 years

**Section B: Questionnaires**

For each of the following statements, please indicate whether you agree or disagree with it. Thank you for answering all statements.

(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

No.	Items/Questions	Scale				
		1	2	3	4	5
B1: Employee communication						
1	I understand the mission and objective of the University/College	1	2	3	4	5
2	Communication is encouraged in this organization	1	2	3	4	5
3	My manager does a good job of sharing information.	1	2	3	4	5
4	Senior management communicates well with the rest of the organization.	1	2	3	4	5
5	I am being updated with the latest happening in the organization from time to time	1	2	3	4	5
6	I receive the information and communication I need to do my job.	1	2	3	4	5
7	Information and knowledge are shared openly within this organization	1	2	3	4	5

	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
--	--------------------------	-----------------	----------------	--------------	-----------------------

<b>B2: Reward and recognition</b>						
8	The benefits offered here are fair and reasonable	1	2	3	4	5
9	My salary is competitive with similar jobs I might find elsewhere.	1	2	3	4	5
10	I understand my benefit plan	1	2	3	4	5
11	My benefits are comparable to those offered by other organizations.	1	2	3	4	5
12	I'm satisfied with the recognition given by the Company	1	2	3	4	5
13	I believe the Company rewards its employee fairly and accordingly	1	2	3	4	5
	My supervisor gives me praise and recognition when I do a good job.					

(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
--------------------------	-----------------	----------------	--------------	-----------------------

No.	Items/Questions	Scale				
		1	2	3	4	5
B3:Employee Development						
14	I have adequate opportunities for professional growth in this organization.	1	2	3	4	5
15	I receive the training I need to do my job well.	1	2	3	4	5
16	My manager is actively interested in my professional development and advancement.	1	2	3	4	5
17	My manager encourages and supports my development.	1	2	3	4	5
18	I have a mentor at work.	1	2	3	4	5
19	I regularly receive recognition/praise for doing good work	1	2	3	4	5
	In the last six months, my supervisor at work talked to me about my Progress					

(1) Strongly Disagree		(2) Disagree		(3) Neutral		(4) Agree		(5) Strongly Agree			
B4: Employee Engagement											
20	I fully understand what is employee Engagement						1	2	3	4	5
21	My opinions and ideas seem to matter at work						1	2	3	4	5
22	I have opportunities to learn and grow in my job						1	2	3	4	5
23	I am fully aware of my purpose and what is expected out of me						1	2	3	4	5
24	I am comfortable sharing my opinions at work.						1	2	3	4	5
25	My manager values my talents and the contribution I make.						1	2	3	4	5
26	I am able to satisfy both my job and family responsibilities.						1	2	3	4	5
27	Overall, I am satisfied with my Company						1	2	3	4	5

*Thanks for your patience in filling the questionnaire*



## Appendix (B): Questionnaire Arabic Version



UNIVERSITI UTARA MALAYSIA

مجمع طوبى بلان في زيت (UUM)

لجنة العمل

سيتوك باني

تبت ي ر ان توهوان تق ذوان مكب فك وبتوي ر ق ظف ي ه عه ارب تب طان ظف يه ي ج ب ع ت  
ص ي ع ا .

ا غش ض - راسا فاصح س لاصح ذا ثير ل ا ص , اتقدير ا ف ا خ ط ير الموظفين  
كس ا ذ ا ط ا ظفين ف ا ك ح ص ك ا .

ي ح ا ز ا ل ص ر ي ا ك د ي 2 ( ذ ا ن ص ي ت ذ ي س ي ك ا - ا ض ا ذ ر ا ا . ي ع ذ  
س د ن - ج ذ ا - ذ ا ط ل ح ص ر ي م ص ر ي ا ذ ا ا \* و ط ر خ ذ ا - ا ل خ ذ ج ا ش ض ا ل و ا د ي م ي ف م ط .  
ط ي ر خ ش ق ا ل ش ط و ش - 10 ( ل ي ق ا ا ل و ا .

ي ر ج ي ا ل م ت ح ك ا و ص و ا ي ت ا ا ن ح ص ذ ق ل ف س ا ل ي ا - ا ج ا ن ص ي ك ا ل و  
ص ل ا ح ي ت ه . ر ا و د ت ذ ل ا ح ا ز ي ذ - ل ض ي خ ي ر ج ي ك ذ ا ر ش د د ف ل ا ص ك ا :  
0060182855456

ي ر ج ي ا ك ح ا ل ص ر ي ا ا و ا ل ف ل ش ب ل د ي .  
ش ع ش ا ك ل و ه ك ا د ه .

ل م ش ر ف  
د . ا - ذ ذ ي س ر ك ي ا  
و ا ل ك ا ي  
ج ا ك ح ا ت ل ر ا ا ي ز ي ا (UUM)

ن ل ب ي ح ث  
ص ذ ص ا ا ذ ذ ا ط ذ ش ت  
و ي ج ا ل ك ا ل ي  
ج ا ك ح ا ذ ا س ا ا ي ز ي ج (UUM)  
ن ف : - 0060182855456  
ب ر ي د ي ل ش و ن ي : [sanad\\_salem@ymail.com](mailto:sanad_salem@ymail.com)

جزء (أ): لم هو بيت في مو غيايت  
 يشج تقديم كپ ا خگا جگ مگ و ص ضره / ج اكو ه (يرج ص عگال ج) / (تفلح ف اشتغ ا ص ة).

ث	بيلى و د	نخ پيراث
1	أ- صة ضر بين (أ- ض) أ ظيفي)	<input type="checkbox"/> مغير <input type="checkbox"/> سئيس قسم <input type="checkbox"/> ظف <input type="checkbox"/> اخر ي (ي رج الهك ح دي د(أ) .....
2	نوع ضر يـ	<input type="checkbox"/> روش <input type="checkbox"/> انثى
3	كش ضر يـ	<input type="checkbox"/> ال 30 ح ج <input type="checkbox"/> 39 - 30 <input type="checkbox"/> 49 - 40 <input type="checkbox"/> 50 ف ق
4	ض ر ا كـ	<input type="checkbox"/> ش انويح <input type="checkbox"/> دتـ <input type="checkbox"/> بتى أس يوس <input type="checkbox"/> أخ ش ( يشج التحديد ) .....
5	عذسرى واك ل خ تم في ل م و س ر ت ل ج م ع ت	<input type="checkbox"/> ال 40 ح ج <input type="checkbox"/> 15 40 ص أخ <input type="checkbox"/> فاصلش 40 ص أخ

**لج زء (٢) وموالهات ب هبث:**

يرج الالئسج ا ٢ ال او دذ افك ال افكك و نكلسج كلك اساخ ر ايج. نشوشوك ال سئح ك ا ج ع ابيانات.

1) ال افلق تهبب	2) ال افلق	3) ميجذ	4) افلق	5) افلق بشذة
-----------------	------------	---------	---------	--------------

ث	الموضوع الالئس	لقم بيس				
		5	4	3	2	1
(ة آللئس واصل مع لئ موظف						
1	اف ا ح تفوئض/ ا ا ا ا ا	5	4	3	2	1
2	يتم رائس جيعك ا ا ا ا ا ا ا ا ا ا ا	5	4	3	2	1
3	ي م ذ ش عمل جيد ف ا ا ا ا ا	5	4	3	2	1
4	ذ ا ا ا ا ا ا ا ا ا ا ا	5	4	3	2	1
5	او ا ا ا ا ا ا ا ا ا ا ا	5	4	3	2	1
6	ا ا ا ا ا ا ا ا ا ا ا	5	4	3	2	1
7	يتم ف ا ا ا ا ا ا ا ا ا ا ا	5	4	3	2	1

(٢) (لم الفبات ف لئق راا						
1	ل لصر ذم ال ا ا ا ا ا	1	2	3	4	5
2	ي ع س ذ ا ا ا ا ا ا ا a	1	2	3	4	5
3	ف ا ا ا ا ا ا a ا ا a	1	2	3	4	5
4	ا ا ا ا ا ا ا a ا a a	1	2	3	4	5
5	ا ا ا ا ا a ا a a a a	1	2	3	4	5
6	ا ا ا a ا a a a a a a	1	2	3	4	5
7	ا ا ا ا ا a a a a a a	1	2	3	4	5



## Appendix (C): Approved Translation

مركز الترجمة والتعليم اللغات  
Center of Translation & Language Teaching CELT

UNIVERSITI UTARA MALAYSIA  
جامعة أوتارا الماليزية (UUM)  
كلية الأعمال  
سننوك - ماليزيا

تأثير التواصل والتقدير والمكافآت وتطوير الموظفين على ارتباط الموظفين في جامعة صنعاء.

إن الغرض من هذه الدراسة هو دراسة تأثير التواصل والتقدير والمكافآت وتطوير الموظفين على ارتباط الموظفين في جامعة صنعاء.

يحتوي هذا الاستبيان على جزئين (٢) تم تصميمها بحيث يكون من السهل الانتهاء منها. بعد ذلك مهم جداً لهذه الدراسة وسيبقى سرياً تماماً ولن يتم استخدامه إلا لخدمة الغرض الأكاديمي فقط. ولن يستغرق الأمر أكثر من (١٠) دقائق لإكماله.

يرجى الإجابة على كل سؤال بأمانة وصدق قدر الإمكان من أجل الحصول على دقته وصلاحيته. وإذا كنت بحاجة إلى مزيد من التوضيح يرجى عدم التردد في التواصل معي على: ٠٠٦٠١٨٢٨٥٥٤٥٦.

يرجى إعادة الاستبيان كاملاً في أقرب وقت ممكن.  
شكراً على وقتك وتعاونك.

المشرف  
د. سناء محمد يسر عثمان  
كلية الأعمال  
جامعة أوتارا الماليزية (UUM)

الباحث  
سند سالم احمد الطحربة  
كلية الاعمال  
جامعة اوتارا الماليزية (UUM)  
تلفون: ٠٠٦٠١٨٢٨٥٥٤٥٦  
بريد الكتروني: sanad.salem@ymail.com

٢٠١٩/٠٢/٢٧ (٨)

جامعة صنعاء  
Sana'a University

Sana'a - Yemen YE P.O.Box (1247) +967-1-464320 +967-1-216489 Email: cttt@folsu.com www.cttt.folsu.ye





**الجزء (أ): المعلومات الديموغرافية**

يرجى تقديم معلومات عامة عنك وعن مؤسستك/جامعتك (يرجى وضع علامة (✓) بنقطة في المربع المناسب).

ت	البند	الخيارات
١	١- منصب المستبين (المسمى الوظيفي)	<input type="checkbox"/> مدير <input type="checkbox"/> رئيس قسم <input type="checkbox"/> موظف <input type="checkbox"/> أخرى (يرجى التحديد) .....
٢	نوع المستبين	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
٣	عمر المستبين	<input type="checkbox"/> أقل من ٣٠ سنة <input type="checkbox"/> ٣٠ - ٣٩ <input type="checkbox"/> ٤٠ - ٤٩ <input type="checkbox"/> ٥٠ فما فوق
٤	المستوى العلمي	<input type="checkbox"/> ثانوية <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> أخرى (يرجى التحديد) .....
٥	عدد سنوات الخدمة في المؤسسة/الجامعة	<input type="checkbox"/> أقل من ٥ سنوات <input type="checkbox"/> من ٥ إلى ١٠ سنوات <input type="checkbox"/> أكثر من ١٠ سنوات

Univ of Science Malaysia







**الجزء (ب) نموذج الاستبيانات:**

يرجى الإشارة الى ما اذا كنت توافق او لا توافق على كل عبارة من العبارات التالية. نشكركم على الإجابة على جميع البيانات.

(١) لاوافق تماماً	(٢) لاوافق	(٣) محايد	(٤) وافق	(٥) وافق بشدة
----------------------	---------------	--------------	-------------	------------------

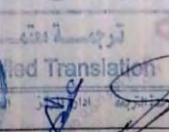
ت	الموضوع / الاسئلة	المقياس				
		١	٢	٣	٤	٥
(ب) التواصل مع الموظف						
١	افهم مهمة وهدف المؤسسة/ الجامعة	١	٢	٣	٤	٥
٢	يتم التشجيع على التواصل في هذا المؤسسة/ الجامعة	١	٢	٣	٤	٥
٣	يقوم مديري بعمل جيد في تبادل المعلومات	١	٢	٣	٤	٥
٤	تتواصل الإدارة العليا بشكل جيد مع بقية الكليات.	١	٢	٣	٤	٥
٥	اكون على اطلاع دائماً مع ما يحدث في المؤسسة/ الجامعة من وقت لآخر	١	٢	٣	٤	٥
٦	اتلقى التواصل والمعلومات التي احتاجها للتقييم بعلمي.	١	٢	٣	٤	٥
٧	يتم تبادل المعلومات والمعرفة بشكل علني داخل هذا المؤسسة/ الجامعة	١	٢	٣	٤	٥

<b>(ب) المكافآت والتقدير</b>						
١	الاستحقاقات المقدمة في الجامعة عادلة معقولة	١	٢	٣	٤	٥
٢	يعد راتبي منافس مع وظائف أخرى وقد أجده في مكان آخر.	١	٢	٣	٤	٥
٣	افهم خطة الاستحقاق الخاصة بي.	١	٢	٣	٤	٥
٤	استحقاقي مماثلة لتلك التي تقدمها مؤسسات / جامعات أخرى	١	٢	٣	٤	٥
٥	انا راضي عن التقدير التي تقدمه المؤسسة / الجامعة	١	٢	٣	٤	٥
٦	اعتقد ان المؤسسة/ الجامعة تكافئ موظفيها بشكل عادل	١	٢	٣	٤	٥
٧	مديري يعطيني المديح والتقدير عندما اقوم بعمل جيد	١	٢	٣	٤	٥

Sana'a University  
CS Center  
For Translation  
& Language Teaching



جامعة صنعاء  
مركز خدمات الترجمة  
والتعليم اللغات



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## Appendix (D): Reliability Analysis

### Scale: Employee Communication

**Case Processing Summary**

		N	%
Cases	Valid	166	100.0
	Excluded <sup>a</sup>	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.790	7

**Item Statistics**

	Mean	Std. Deviation	N
ec_1	3.7515	.91887	166
ec_2	3.1928	.92058	166
ec_3	3.3645	.96043	166
ec_4	3.2651	.97340	166
ec_5	3.2651	1.00404	166
ec_6	3.3133	.97766	166
ec_7	2.9985	.98030	166

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ec_1	19.3991	17.154	.272	.805
ec_2	19.9578	15.177	.564	.754
ec_3	19.7861	15.543	.476	.770
ec_4	19.8855	14.735	.587	.749
ec_5	19.8855	14.784	.554	.755
ec_6	19.8373	14.522	.616	.743
ec_7	20.1521	14.927	.552	.756

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.1506	20.071	4.48008	7

#### Scale: Rewards & Recognition

#### Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded <sup>a</sup>	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.837	7

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
rr_1	18.3313	13.580	.666	.803
rr_2	18.2711	13.532	.626	.809
rr_3	17.7952	15.631	.386	.843
rr_4	18.2892	14.267	.652	.807
rr_5	18.2048	13.340	.706	.796
rr_6	18.3494	12.920	.714	.794
rr_7	17.8072	15.138	.390	.846

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.1747	18.630	4.31624	7

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.1747	18.630	4.31624	7

### Scale: Employee Development

#### Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded <sup>a</sup>	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.821	7

#### Item Statistics

	Mean	Std. Deviation	N
ed_1	3.2470	.99354	166
ed_2	2.8916	.96624	166
ed_3	3.1566	.90764	166
ed_4	3.2410	.85409	166
ed_5	3.1867	.93812	166
ed_6	3.1205	.82971	166
ed_7	3.1009	.82892	166



**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ed_1	18.6973	15.378	.380	.830
ed_2	19.0527	13.970	.612	.788
ed_3	18.7877	14.146	.638	.784
ed_4	18.7033	14.212	.681	.778
ed_5	18.7575	14.320	.581	.794
ed_6	18.8238	14.827	.597	.792
ed_7	18.8434	15.515	.479	.810

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
21.9443	19.328	4.39631	7

**Scale: Employee Engagement****Case Processing Summary**

		N	%
Cases	Valid	166	100.0
	Excluded <sup>a</sup>	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.861	8



**Item Statistics**

	Mean	Std. Deviation	N
ee_1	3.7530	.90411	166
ee_2	3.6928	.91231	166
ee_3	3.6265	.92390	166
ee_4	3.8554	.84756	166
ee_5	3.5422	.83559	166
ee_6	3.4277	.84793	166
ee_7	3.6446	.94718	166
ee_8	3.3012	.96904	166

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ee_1	25.0904	20.143	.648	.839
ee_2	25.1506	19.741	.696	.833
ee_3	25.2169	20.450	.588	.846
ee_4	24.9880	21.091	.566	.848
ee_5	25.3012	20.297	.694	.835
ee_6	25.4157	21.347	.530	.852
ee_7	25.1988	20.815	.521	.854
ee_8	25.5422	19.898	.622	.842

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
28.8434	26.218	5.12033	8

## Appendix (E): Correlation Results

**Correlations**

		EC	RR	ED	EE
EC	Pearson Correlation	1	.657**	.680**	.624**
	Sig. (2-tailed)		.000	.000	.000
	N	166	166	166	166
RR	Pearson Correlation	.657**	1	.711**	.629**
	Sig. (2-tailed)	.000		.000	.000
	N	166	166	166	166
ED	Pearson Correlation	.680**	.711**	1	.649**
	Sig. (2-tailed)	.000	.000		.000
	N	166	166	166	166
EE	Pearson Correlation	.624**	.629**	.649**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	166	166	166	166

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Appendix (F): Regression Results

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ED, EC, RR <sup>b</sup>	.	Enter

a. Dependent Variable: EE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 <sup>a</sup>	.510	.501	.45214	1.908

a. Predictors: (Constant), ED, EC, RR

b. Dependent Variable: EE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.474	3	11.491	56.211	.000 <sup>b</sup>
	Residual	33.118	162	.204		
	Total	67.593	165			

a. Dependent Variable: EE

b. Predictors: (Constant), ED, EC, RR

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.023	.203		5.047	.000		
	EC	.259	.080	.259	3.243	.001	.476	2.101
	RR	.257	.086	.248	2.983	.003	.439	2.280
	ED	.303	.087	.297	3.481	.001	.415	2.412

a. Dependent Variable: EE

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	EC	RR	ED
1	1	3.953	1.000	.00	.00	.00	.00
	2	.023	13.133	.96	.02	.10	.07
	3	.013	17.540	.03	.84	.47	.01
	4	.011	18.918	.00	.14	.43	.92

a. Dependent Variable: EE

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4199	4.5620	3.6054	.45709	166
Std. Predicted Value	-2.594	2.093	.000	1.000	166
Standard Error of Predicted Value	.036	.139	.067	.022	166
Adjusted Predicted Value	2.4409	4.5787	3.6025	.45927	166
Residual	-1.54164	1.78354	.00000	.44801	166
Std. Residual	-3.410	3.945	.000	.991	166
Stud. Residual	-3.470	4.034	.003	1.006	166
Deleted Residual	-1.59692	1.86490	.00292	.46216	166
Stud. Deleted Residual	-3.596	4.240	.003	1.019	166
Mahal. Distance	.059	14.545	2.982	2.858	166
Cook's Distance	.000	.186	.008	.021	166
Centered Leverage Value	.000	.088	.018	.017	166

a. Dependent Variable: EE

## Appendix (G): Factor Analysis Results

### Employee Communication

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.837
Bartlett's Test of Sphericity      Approx. Chi-Square	282.061
df	21
Sig.	.000

#### Communalities

	Initial	Extraction
ec_1	1.000	.143
ec_2	1.000	.510
ec_3	1.000	.389
ec_4	1.000	.544
ec_5	1.000	.479
ec_6	1.000	.583
ec_7	1.000	.506

Extraction Method: Principal  
Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.156	45.080	45.080	3.156	45.080	45.080
2	.958	13.690	58.771			
3	.728	10.401	69.171			
4	.628	8.970	78.141			
5	.598	8.543	86.684			
6	.540	7.718	94.403			
7	.392	5.597	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
ec_1	
ec_2	.714
ec_3	.624
ec_4	.738
ec_5	.692
ec_6	.764
ec_7	.712

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Reward & Recognition

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	457.071
	df	21
	Sig.	.000

**Communalities**

	Initial	Extraction
rr_1	1.000	.632
rr_2	1.000	.558
rr_3	1.000	.238
rr_4	1.000	.593
rr_5	1.000	.675
rr_6	1.000	.687
rr_7	1.000	.248

Extraction Method: Principal

Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.632	51.880	51.880	3.632	51.880	51.880
2	.967	13.810	65.689			
3	.719	10.277	75.966			
4	.633	9.046	85.012			
5	.489	6.987	91.999			
6	.330	4.720	96.719			
7	.230	3.281	100.000			

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component
	1
rr_1	.795
rr_2	.747
rr_3	
rr_4	.770
rr_5	.821
rr_6	.829
rr_7	

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Employee Development

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	416.881
	df	21
	Sig.	.000

**Communalities**

	Initial	Extraction
ed_1	1.000	.247
ed_2	1.000	.520
ed_3	1.000	.595
ed_4	1.000	.660
ed_5	1.000	.536
ed_6	1.000	.521
ed_7	1.000	.377

Extraction Method: Principal  
Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.456	49.375	49.375	3.456	49.375	49.375
2	.992	14.170	63.546			
3	.847	12.098	75.643			
4	.564	8.063	83.707			
5	.472	6.745	90.452			
6	.450	6.425	96.877			
7	.219	3.123	100.000			

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component
	1
ed_1	
ed_2	.721
ed_3	.772
ed_4	.813
ed_5	.732
ed_6	.721
ed_7	.614

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

## Employee Engagement

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	506.485
	df	28
	Sig.	.000

**Communalities**

	Initial	Extraction
ee_1	1.000	.558
ee_2	1.000	.628
ee_3	1.000	.486
ee_4	1.000	.457
ee_5	1.000	.617
ee_6	1.000	.417
ee_7	1.000	.396
ee_8	1.000	.524

Extraction Method: Principal

Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.084	51.044	51.044	4.084	51.044	51.044
2	.857	10.707	61.751			
3	.769	9.611	71.362			
4	.686	8.581	79.943			
5	.530	6.627	86.570			
6	.435	5.436	92.007			
7	.332	4.155	96.161			
8	.307	3.839	100.000			

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component
	1
ee_1	.747
ee_2	.792
ee_3	.697
ee_4	.676
ee_5	.786
ee_6	.646
ee_7	.629
ee_8	.724

Extraction Method:

Principal Component  
Analysis.

a. 1 components  
extracted.